



**Eugene
Fire & Emergency Medical
Services Department**



**Springfield
Fire & Life Safety
Department**



**WORK PLAN
PERFORMANCE REPORT**

November 1, 2012 – February 28, 2013

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WORK PLAN PERFORMANCE REPORTS

Work plan performance reports contain detailed performance reporting information of progress towards achieving the strategic goals and objectives outlined in the combined strategic plan and companion document work plan for the Eugene Fire & EMS and Springfield Fire & Life Safety Departments (Metro department) for the four-year performance period of July 2011 through June 2015. Work plan performance reports are completed and posted to both departments' websites every four months in March, July and November.

This document includes work plan performance reports for the reporting period of November 1, 2012 through February 28, 2013.

Our websites can be found at: www.eugene-or.gov, under *Departments, Fire and Emergency Medical Services*; and www.ci.springfield.or.us, under *Government, Fire and Life Safety*. We invite you to visit our websites to learn more about our two departments.

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- **Objective A-1: Expand current public education; public information and public relations efforts to help the community better understand all aspects of Eugene Fire & EMS, Springfield Fire & Life Safety and the Central Lane Ambulance Transport System (ATS), including services and costs.**
 - The local media covered a story on the Fire Marshal's report of zero child deaths resulting from fire in 2012 and a variety of emergency responses.
 - Oregon Live sent a reporter to Station 2 for a ride-a-long. The reporter then wrote the first of a series of stories on her experience presenting Operations in a positive light.
 - Continued regular participation on Eugene's Public Information Team, and on related subcommittees.
 - Provided articles on for the weekly Eugene City Council newsletter.
 - Continued to ensure that all community member-initiated contacts are processed effectively in a timely manner.
 - Continued to work towards communicating more consistent messages for all public education, public information and public relations efforts.
 - Continued work to maintain the department-level website.
 - Continued to develop and maintain collaborative working relationships with the local media.
 - Chief Groves marched in the annual Springfield Christmas Parade this year in December. Tower 3 and Engine 2 also participated as well as the Springfield historic Mack pumper and a reserve Eugene engine in support of the Toys for Tots program.
 - Chief Zaludek attended the NAACP Freedom Fund Dinner.
 - Chief Groves served as a celebrity judge in the Mr. Irish Pageant, which raises funds for the Children's Miracle Network.
 - Developed a new process and procedure related to scheduling public education events through the use of the new FireHouse Records Management System (RMS). This program will streamline request processing and improve responsiveness and coordination department wide.
 - During the reporting period, conducted an orientation on the Eugene Toxics Right-to-Know Program with two businesses for a total of four attendees.
- **Objective A-2: Maintain a good working relationship with Looking Glass Youth & Family Services to continue participation in the Project Safe Place Program.**
 - The Project Safe Place Program continues.
 - Jennifer Knowles from Looking Glass brought new signs for each station with the new Project Safe Place logo. Once all the stations complete their refresher training on the project, the signs will be placed at each station.
- **Objective A-3: Attend and participate in annual community events (e.g., NAACP Freedom Fund Dinner, Oregon Asian Celebration, Fiesta Latina, National Night Out, Springfield Christmas Parade, Neighborhood Summit, Fire Prevention Week Activities, Safety Town, etc.).**

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- The Metro Department held its annual Awards and Recognition Ceremony. During the ceremony in January, nine employees were sworn in, 25 employees received awards and 14 citizens were recognized with awards for their assistance to the department and the community.
- Attended and participated in the following community events:
 - Chief Zaludek attended the NAACP Freedom Fund Dinner.
 - Chief Groves served as a celebrity judge in the Mr. Irish Pageant, which raises funds for the Children's Miracle Network.
- **Objective A-4: Involve operations personnel in fire prevention-related outreach efforts (e.g., smoke alarm inspections in mobile home parks, New Year's Eve and Halloween sweeps, Fire Prevention Week Events, etc.).**
 - Cody, the Official Fire Safety Dalmatian and Casey, the Official Fire Safety Dog participated in 13 events during the reporting period.
 - Continued to discuss how to more effectively provide public education materials and streamline processes to more efficiently utilize Shift Operations for public education.
- **Objective A-5: Provide station tours, crew visits, ride-alongs and neighborhood presentations.**
 - The FireHouse RMS project has been configured for public education items and all Operations public education presentations are now being coordinated with the program. The Fire Marshal's Office will continue to use the program to track public education presentations.
 - Fire Marshal's Office staff made presentations regarding fire safety information to one community group during the reporting period. Fire crews hosted thirteen station tours during the reporting period for a total of 116 visitors.
 - Fire crews also made 15 crew visits during the reporting period, providing fire safety information to an estimated 54 adults and 25 children.
 - Fire crews provided ride-alongs to 26 individuals and two internal employees.

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none"> Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- **Objective B-1: Continue to promote cultural awareness and competency of the current workforce.**
 - Continued to embed human rights, cultural awareness and competency components into the promotional process curriculum for Shift Operations personnel.
 - Continued to attend and participate in Springfield Inclusion & Diversity Task Team meetings.
 - Attended Eugene Equity & Human Rights Board meetings as schedule allowed. Current projects include assessing the DESP and its effectiveness throughout the City.
- **Objective B-2: Engage underrepresented populations in the fire and emergency medical services industry.**
 - Continued to use a consistent format to track and follow-up with potential job candidates that contact us with employment interest.
 - Continued outreach to underrepresented populations by working collaboratively to participate in career fairs with local colleges, high schools and middle schools.
 - Continued compliance with OAR 125-055-0005 in Springfield as a Qualified Rehabilitation Facility (QRF) to provide work experience to retrain and enter seniors into the workforce, and prioritize people with disabilities in hiring processes. For the reporting period, no new work assignments were given due to federal budget constraints.
 - Continued to encourage qualified personnel to participate in the Chief and Company Officer Development Programs, as well as the Engineer Development Program.
- **Objective B-3: Enhance accessibility for non-English-speaking members of the community.**
 - Produced and distributed Fire Prevention brochures in Spanish.
 - Continued personnel participation in the use of the Rosetta Stone Spanish Language Tutorial.
- **Objective B-4: Maintain high school and college career days in conjunction with school career fairs, while pursuing funding to support a cadet program.**
 - Continued to run a teen career day outreach program twice a year, which provides high school students with a day of exposure to the fire and emergency medical services fields and a concurrent job fair, as well as participated in middle, high and college career fairs
 - Modified immediate plans for a cadet program due to budget constraints but still exploring options for youth internships or camps.

GOAL C

Refine the Ambulance Transport System (ATS)

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- **Objective C-1: Look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources.**
 - Continued partnership with Rural Metro Ambulance to provide non-emergency, non-immediate inter-facility transport services as well as Alpha and Omega level calls at the street level.
 - Continued partnership with Life Flight Network to provide emergency air medical services as part of the efforts in working towards the longer term vision of developing a regional fire, rescue and emergency medical services delivery system.
 - Continued work with hospitals on transport issues, including continued discussions with key hospital staff, Medical Directors and other area partner agencies on the appropriate use of Life Flight.
 - Continued work with the Medical Director for Central Lane 9-1-1 to identify Alpha acuity levels 1, 2 and 3.
 - Continued honoring an agreement for a 180-day trial with Lane Rural Fire/Rescue and Lane County FD #1 on assuming Zone 3 within Ambulance Service Area (ASA) #4, mostly to the west of Eugene, to provide more of a rural metro split. A re-evaluation will occur during the next reporting period. An agreement has now been reached for changing the ASA boundary to the west and a meeting is being scheduled to present recommendations for this change to Lane County's Health Advisory Committee.
- **Objective C-2: Unify Eugene Fire & EMS and Springfield Fire & Life Safety's ambulance protocols and policies.**
 - Completed implementation of the Cardiac Arrest Survival Project (ACT:C3), which is a program to improve survival rates of local cardiac arrest patients. The training sessions have begun and will continue thru the next reporting period.
 - Continued to work with the Lane County Medical Control Board to maintain ambulance protocols and policies.
 - Continued to facilitate meetings of the Medical Directors with an emphasis on protocols.
 - Continued work to align existing field equipment and look at other equipment.
 - Convened the Joint EMS Committee five times during the reporting period.
- **Objective C-3: Collaborate with adjacent Ambulance Service Areas (ASAs) on ordering emergency medical equipment and supplies.**
 - Completed work between the Metro departments' Logistics Section staff to develop common specifications for emergency medical equipment and supplies between the two departments. Completed guidelines to pool resources and began ordering as a single unit. A limited-duration employee was hired to assist with the combined workload.
 - Purchased emergency medical supplies and equipment as an Oregon State Ambulance Association (OSAA) member, taking advantage of their nationwide contract.

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- Convened the Joint EMS Committee five times during the reporting period. The Joint EMS Committee acts as a liaison between line personnel and management to identify areas of concern regarding EMS issues.
- Developed and maintained a shared supply order, distribution and delivery system for the metro department.

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
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- **Objective D-1: Produce quarterly and annual reports to show measures of performance-based service objectives, and post reports on both departments' websites.**
 - The 2012 Metro Annual Report was posted to both department websites.
 - The Metro Work Plan Performance Report for July through October of 2012 was posted to both department websites.
 - Continued ongoing review of contracts and administrative orders.
 - Continued work on the fiscal year 2012 Standards of Response Coverage document for the Metro departments and continued to monitor service measures contained within. Document is expected to be completed and posted in the next reporting period.
 - Continued to perform ongoing review of SOPs.
 - Continued to maintain Exempt Status through the Oregon State Fire Marshal's Office.
 - Continued to maintain current Sustainability and Environmental Management Practices, and post on both departments' websites.
 - Purchased a copy of FireView software to use as an electronic tool for gathering more reliable data and information for mapping. This will be implemented after the completion of the Firehouse software implementation.
- **Objective D-2: Evaluate response coverage and adjust to maintain adequate response reliability, while considering future growth and expansion.**
 - The agreement with Lane Rural Fire/Rescue and Lane County FD #1 to assume Zone 3 within Ambulance Service Area (ASA) #4, mostly to the west of Eugene, to provide more of a rural metro split, should help maintain response reliability. We reached final agreement on the urban/rural split this reporting period and are planning on presenting our recommendation, with the Lane Fire Authority (formerly Lane Rural Fire/Rescue and Lane County FD #1) to Lane County's Health Advisory Committee.
 - Continued work on the fiscal year 2012 Standards of Response Coverage document for the Metro departments, and continued to monitor service measures contained within.
 - Worked with City of Eugene and City of Springfield on emergency response issues around Urban Growth Boundary expansion process.
 - Worked with City of Eugene on Willamette Street redesign process trying to assure adequate response capability through this critical response corridor.
- **Objective D-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.**
 - Continued work to improve the pre-emergency plans process and worked in collaboration with Central Information Services Division staff.
- **Objective D-4: Maintain an Insurance Services Office (ISO) Class 3 rating while taking steps towards attaining a Class 2 rating.**
 - Received confirmation from ISO that Eugene Fire & EMS and Springfield Fire & Life Safety are approved to be re-evaluated as a Metro department starting in January of 2013.

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- Continued work on looking into the most appropriate location for truck companies to respond to emergencies as quickly as possible based on standards of coverage. Truck companies were moved in order to move toward a higher ISO rating for a merged organization.
 - Continued work to maintain an ISO Class 3 rating while taking steps towards re-attaining a Class 2 rating. A letter requesting a reevaluation of both departments as one agency was sent to ISO for consideration.
 - Continued to develop improvement strategies in the areas of training and reserve apparatus.
 - Continued discussions on exploring areas of River Road that hold a Public Protection Class of 1 in order to understand impacts on ISO ratings.
 - Successfully implemented an IGA with Rainbow Water District to transfer all fire hydrant maintenance in that jurisdiction to the purveyor on a 2 year cycle with maintenance performed to AWWA standards to meet ISO requirements. This matches the maintenance agreement with SUB Water District resulting in 100% hydrant maintenance within the jurisdiction of Springfield Fire and Life Safety.
- **Objective D-5: Monitor and maintain compliance with all applicable federal and state safety, fire service and hazardous materials response regulations, in addition to technical rescue requirements and regulations.**
 - Continued to report on compliance with the Department of Health & Human Services standards and measures.
 - Continued to report on compliance with DPSST certification criteria and ISO requirements.
 - Developed a schedule to convene both Safety Committees' contiguously to address Metro safety concerns including the Wellness-Fitness Initiative (WFI) for Shift Operations personnel to reduce the risk of on-duty injuries and death.
 - Continued to monitor and maintain compliance with the American's with Disability Act (ADA).
 - Continued ongoing environmental scan to identify best industry practices, and evaluate Metro department programs against these practices.
 - Reestablishing benchmarks in order to allow for Ambulance Accreditation in 2013.
 - Continued to update Metro SOPs to match industry standards.
 - Continued to keep up-to-date on current NFPA recommendations, and update practices and plans for the future.
- **Objective D-6: Maintain all required federal and state emergency medical service requirements.**
 - Provided training and retraining on the Health Insurance Portability and Accountability Act (HIPAA) for all personnel as appropriate.

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- Continued to perform regular Centers for Medicare & Medicaid Services Clinical Laboratory Improvement Amendments (CLIA) Waivers. Current waiver kept on file in both departments.
- Continued to review policies and procedures and to monitor department emergency medical service programs to ensure compliance with all federal and state requirements.
- Continued to maintain compliance with all federal ambulance service regulations.
- **Objective D-7: Report on Fire Marshal's Office measurements. (Please note: all measurements in this performance objective are estimates only due to the disruption in data entry and reporting for the Fire Marshal's Office because of the implementation of a new RMS system).**
 - During the reporting period, Springfield and Eugene Fire Marshal's Office staff spent 39 hours on fire prevention education.
 - During the reporting period, the value of Springfield Fire & Life Safety operating permits issued was \$144,750.
 - During reporting period 11/01/2012 – 02/28/2013, an estimated 50 percent of occupancies with fire protection systems were in compliance or verified as maintained in Springfield.
 - During reporting period 11/01/2012 – 02/28/2013, 50 percent of occupancies with fire protection systems were in compliance or verified as maintained in Eugene.
 - During reporting period 11/01/2012 – 02/28/2013, 93 percent of business inspections were completed in Springfield.
 - During reporting period 11/01/2012 – 02/28/2013, 64 percent of Juvenile Firesetter referral service and/or intervention for youth requests were fulfilled in Springfield and Eugene.
 - During reporting period 11/01/2012 – 02/28/2013 just over 6 percent of noted violations were left unabated in Springfield.
 - During reporting period 11/01/2012 – 02/28/2013, plan review turnaround time was 6.8 business days in Springfield.
- **Objective E-1: Continue work on the Eugene/Springfield Merger Initiative.**
 - Continued negotiations in order to work towards normalizing the contracts between IAFF Local 1395, Local 851 and the two cities.
 - As part of the process to normalize contracts between IAFF Local 1395 and Local 851, began the process to purchase and implement Telestaff software. Telestaff will replace the current in-house scheduling program, and will significantly streamline the hiring process. The anticipated go-live date for Telestaff is February/March 2013.
 - Received approval to extend the IGA for an additional two years.
 - Continued work under the Memorandum of Understanding between IAFF Local 1395, Local 851 and the Chief of Departments, permitting the unification of Eugene and Springfield Fire Marshal's Office into a single work unit. Continued efforts to implement a single work plan that leverages the knowledge, skills and abilities of the combined

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workforce, with the Deputy Fire Marshals developing and refining program areas on a Metro-wide basis.

- Signed Memorandums of Understanding (MOUs) now include the following:
 - 3rd Battalion Agreement
 - Chief of Departments
 - Deputy Chief of Shift Operations
 - Deputy Chief of Special Operations
 - Deputy Chief, Fire Marshal
 - Administrative Services Manager (currently limited to Ambulance Billing oversight)
 - EMS Chief
 - EMS Officer
 - Training Chief
 - All Battalion Chiefs
 - All District Chiefs (Renaming to Battalion Chiefs)
 - Assistant Fire Marshal
 - Administrative Specialist
- The Deputy Chief of Shift Operations continued participation in work groups for establishing policies and procedures in the areas of Human Resources and Risk Services.
- Convened the Joint EMS Committee five times during the reporting period.
- Conducted weekly Senior Staff meetings.
- Continued to develop and maintain Metro Standard Operating Procedures, as well as Metro-Lane Emergency Safety Operations procedures.
- Continued to develop corresponding response from dispatch.
- Continued to develop corresponding command assignments and training, and coordinate ongoing training activities.
- **Objective E-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.**
 - Continued discussions with strategic partners (e.g., Eugene Public Works, Eugene Water & Electric Board) to continue to work towards completion of the training prop area.
 - Continued work to combine field training methodologies that have been used in the past by the Metro departments to develop a program for future probationer training.
 - Continued to invite all automatic and mutual aid responders to training classes.
 - Continued to conduct live burns with Lane County and statewide strategic partners.
 - Continued to collaborate with the Department of Homeland Security and the Oregon State Fire Marshal's Office (OSFM) to conduct regional and statewide Hazardous Materials and Urban Search & Rescue classes.
 - Participated with other Metro response partners in regional table-top exercises.
 - Conducted seminars and workshops collaboratively with strategic partners, including the South Willamette Instructors Fire Training Association (SWIFTA).

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- Collaborated with neighboring jurisdictions on EMS equipment and supplies procurement in progress.
- Completed development of specifications for metro self-contained breathing apparatus (SCBA).
- Collaborated with neighboring jurisdictions on Metro and Countywide Standard Operating Procedures (SOPs).
- Continued to house a DPSST representative with a fire, life safety and emergency medical services background at the ESC Campus to be available for instructing courses.
- **Objective E-3: Pursue funding opportunities to complete the training prop area (see Training Props Master Plan).**
 - Working in collaboration with Eugene Public Works personnel, continued to make significant progress on connecting the Eugene Water & Electric Board (EWEB) vault to the tank farm. Once the project is complete, the vault and tunnel system will be used for underground confined space training purposes on the ESC Campus drill field.
 - Continued research on funding and props to complete the training prop area, including the collapse prop, loading dock prop and Hazardous Materials (Tank Farm) training portion of the ESC Campus drill field.
- **Objective E-4: Expand communication and relationship efforts with strategic partners.**
 - Continued to maintain strong communication and working relationships with strategic partners.
 - Continued to maintain a strong working relationship with Life Flight Network, as part of the efforts in working towards the larger vision of developing a regional fire, rescue and emergency medical services delivery system.
 - Maintained active participation and continued to strengthen relationships with the Lane Fire Defense Board.
 - Continued work with the Lane Fire Defense Board to develop and maintain County Standard Operating Procedures, and to further develop a comprehensive strategic plan for Lane County fire service radio and data operability, and interoperability.
 - Continued to look for and pursue opportunities to strengthen relationships and partner with other Eugene and Springfield City Departments.
 - Continued participation on the Lane County Local Emergency Planning Committee (LEPC).
 - Continued participation on the Lane County Health & Human Services Health Advisory Committee.
 - Continued to maintained strong working relationships with the following organizations: Oregon Fire Chiefs Association (OFCA), State Oregon Wireless Interoperability Network (OWIN), OSAA, OFMAA, EMS Section of the OFCA, Central Lane EMS Board, Medical Control Board, Public Health Emergency Preparedness (PHEP), JLMRC and various citywide boards and committees.
 - Continued to work on increasing connections with local community groups.

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- Hosted a Chief's Roundtable forum, in partnership with the OFCA, with other career fire department and district fire chiefs in the State of Oregon.
 - Chief Groves invited to participate in a panel to discuss mergers and shared services at the Spring Oregon Fire Chiefs' Association Conference.
- **Objective E-5: Work with educational institutions to develop fire and emergency medical services career paths and improve opportunities for professional development of incumbents.**
 - Continued to collaborate with the Oregon Pacific Chapter of Red Cross, to develop career paths for First Aid Service Team (FAST) members. FAST is a group of youth and adult volunteer professional rescuers, who provide first aid and first response care at community events, teach safety programs to elementary school students, and organize community service projects.
 - Worked with key personnel from the University of Oregon to share resources for National Incident Management Systems (NIMS) and Community Emergency Response Team (CERT) trainings, as well as planning for LEPC tabletop exercises, and athletic events.
 - Began working on a multi-jurisdictional drill with multiple agencies for a functional exercise that will be conducted on April 27, 2013. This drill is to prepare for an active shooter event and will include area high schools.
- **Objective E-6: Address interoperability issues with all other emergency response agencies.**
 - Continued transition to a P25 narrowband fire dispatch with duplex (repeated) command frequencies radio system. This project is approximately seven years in the making, and will allow the Metro departments to be Federal Communications Commission (FCC) compliant until the next transition, which is scheduled for the year 2017. A trunked radio system for Fire is under evaluation.
 - Continued to collaborate with the Federal Aviation Administration (FAA), U.S. Department of Homeland Security Transportation Security Administration (TSA), and Eugene Airport Administration personnel on an upgrade to the Mobile Aircraft Rescue and Fire Fighting (MARFF) unit. Resubmitted a grant application to fund the upgrade.
 - Continued to participate in the Eugene/Springfield Metro area Interoperability Task Force, and the Lane Preparedness Coalition.
- **Objective E-7: Collaborate with Eugene Police Department, Central Lane 9-1-1 to develop an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols.**
 - Continued to conduct a quality improvement review of type-specific calls.
 - Continued to perform an analytical review of specific calls that are of concern.
 - Continued work to identify other resources to expand transport options for dispatch (e.g., CAHOOTS, Rural/Metro Ambulance, Mobile Healthcare Concept, etc.).

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
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- **Objective F-1: Support growth and development of all personnel.**
 - Conducted regular meetings with work group personnel.
 - Conducted bimonthly Metro Fire Leadership Team meetings, and provided all personnel with links to meeting summaries.
 - Conducted bimonthly Metro Fire Administration meetings.
 - Continued to ensure that work group personnel complete all required training classes.
 - Continued to review current Seniority Lists to identify potential upcoming retirees and develop a list of potential candidates to fill future vacancies.
 - Continued to enhance the Chief Officer Development Program (CODP), Company Officer Development Program (ODP), and Engineer Development Program (EDP) to better prepare candidates for advancement, with the goal of 100% of candidates being recommended for the testing process.
 - Continued to assign a mentor to each CODP, ODP and EDP candidate upon entering a development program.
 - Development of a program to transition operations personnel from Firefighter to Deputy Fire Marshal in progress.
 - In collaboration with South Willamette Instructors Fire Training Association (SWIFTA), continued work to develop a Regional Fire Officer curriculum that will provide all participants with the same level of training at the end of the course, which ties into developing a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities.
 - Ongoing participation in the Springfield Organizational Leaders in Development (SOLID) is currently on hold due to budget constraints.
 - Continue to hold joint staff meetings between Springfield and Eugene Fire Marshal's Office staff, as part of the consolidation of the two workforces.
 - Continued to work towards a Metro CODP.
 - Continued to develop a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities, and to expand opportunities for operations personnel to AIC in key suppression roles.
 - During the reporting period, two Eugene FMO Staff and one Springfield FMO Staff attended FTEP Training together in order to begin work on an FTEP Program for Deputy Fire Marshals and also to establish performance measures for deputies within the FMO.
- **Objective F-2: Automate and maintain sworn personnel training records and annually evaluate status of qualifications and successor readiness.**
 - Continued to maintain sworn personnel training records, and evaluate status of qualifications and successor readiness.
 - Evaluated and acquired Telestaff and FireHouse software to replace the current in-house scheduling and records management program. The new scheduling and RMS system will provide real-time auditing capabilities, making automating and maintaining scheduling and training records much more efficient.

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- The Implementation Manager continues to lead the process in implementing the new RMS.
- **Objective F-3: Pursue funding opportunities to support training and career development programs.**
 - Worked with labor to develop a joint ODP program with a unified approach to all three battalion participants. Each candidate has a common task book and program requirements independent of which City department they are employed by.
 - Continued work towards offsetting costs of academies by using a regional training approach, hosting classes, and inviting outside agencies to participate and charging tuition. This reporting period, Steve Roehl, the local DPSST Representative, provided liquid propane training at no cost to the departments.
 - Continued research for grant funding in collaboration with organizations that work with youth (e.g., SWIFTA, Medford Fire, Fire Corp., SERBU Youth Facility, etc.).
- **Objective F-4: Construct and operate a Command Training Center (CTC).**
 - Working in collaboration with Eugene Public Works personnel, continued to make significant progress on connecting the Eugene Water & Electric Board (EWEB) vault to the tank farm. Once the project is complete, the vault and tunnel system will be used for underground confined space training purposes on the ESC Campus drill field, which will eventually be part of the CTC.
 - In fiscal year 2010, notification was received that the U.S. House of Representatives passed the Consolidated Appropriations Act of 2010, which included a \$150,000 Federally-funded earmark for Eugene's Regional Command Training and Simulation Center (CTC) project that was part of the fiscal year 2010 United Front priority list. The Senate passed the bill, and President Obama signed the bill into law. During fiscal year 2011, the Metro departments submitted a business plan for the Regional CTC project, which has passed all reviews to date for the Federal earmark funding (with no matching fund requirement). Lane County's Sheriff, Eugene's Police Chief and Eugene/Springfield's Fire Chief jointly decided to evenly divide the total award of \$648,000 between all three agencies projects, to get the projects up and running to a level to be able to demonstrate to the Federal government that the money has been spent appropriately, and then ask for additional funding to complete all three projects. The Federal earmark funding (now set at \$216,000) is still in the process of being distributed, but is currently being held for further review before being released. Additionally, the conference room at Fire Station 1 has been identified as a location for the Regional CTC, because it can be easily reconfigured to meet the needs for a temporary CTC location. Installations of the technology for the temporary CTC location are scheduled to go live within the first quarter of fiscal year 2013. Work also continues to determine the necessary remaining components for the Regional CTC.
 - Began training employees to be trainers for the CTC program.

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- **Objective G-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., SharePoint, RMS, E-LOG, etc.).**
 - Completed installation of videoconferencing hardware to allow Battalions located in Springfield to view Battalions when they are training in Eugene, and vice versa. This has not been utilized yet but with the new records management software being implemented, more opportunities to use this will be available. Conducted regular meetings with work group personnel.
 - Conducted regular meetings that included all section personnel.
 - Encouraged personnel to participate in Eugene's All City employee meetings.
 - Annual performance evaluations for all work group personnel continue
 - The Chief of Departments will be holding 1:1 promotional discussion meetings with personnel that received a promotion.
 - Continued to provide Springfield Battalion Chiefs with access to E-LOG and CEShare.
 - Formed Communications Team to help with providing information within the departments.
 - Conducted a number of multi-company meetings with line personnel on all three shifts to discuss department issues and initiatives, and to hear from personnel.
- **Objective G-2: Strengthen relationships between operations, fire prevention and administrative services personnel.**
 - Held bimonthly Metro Fire Leadership Team meetings, and provided all personnel with links to meeting summaries.
 - Conducted bimonthly Metro Fire Administration meetings.
 - Provided opportunities for personnel to participate on special projects, and to participate in community events.
 - Held two meetings with Fire Prevention staff during this past reporting period.
 - Operations and FMO agreed that Fire Marshal and Assistant Fire Marshal will attend Metro Operations Command meetings every other month to foster greater awareness and cooperation between Divisions.
- **Objective G-3: Conduct regular meetings with Metro work groups.**
 - Held weekly Senior Staff meetings.
 - Held weekly Administrative Services Division section meetings.
 - Held weekly Fire Marshal's Office Division meetings, alternating between cities.
 - Held monthly Safety Committee meetings.
 - Held monthly Joint Labor/Management Relations Committee (JLMRC) meetings.
 - Held monthly Metro Command meetings.
 - Held bimonthly Metro Fire Leadership Team meetings.
 - Held bimonthly Metro Fire Administrative meetings.
 - Held regular section meetings within the Special Operations Division.

GOAL G
Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none">• Preserve Hometown Feel, Livability and Environmental Quality• Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none">• Effective, Accountable, Municipal Government

- **Objective G-4: Provide all personnel with links to meeting notes.**
 - Provided all personnel with links to Metro Fire Leadership Team meeting summaries.
 - Posted Safety Committee meeting minutes on the shared server.

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- **Objective H-1: Research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards.**
 - Completed the second Ambulance Transport System (ATS) Joint Elected Officials (JEO) Task Force to address ambulance transport system funding issues at a policymaker level. The ATS JEO members support the Metro departments in continuing with the concept of a tiered response system. Met with both city councils regarding request for next steps after the second Ambulance Transport System (ATS) Joint Elected Officials (JEO) presented their findings. No direction has been given, by either city, as of yet.
 - Performed monthly internal quality assurance audits on ambulance billing to ensure the departments are billing for the appropriate level of service being provided. A proposal for the Mobile Health Services (MHS) system has been submitted to the Bloomberg Philanthropies Committee. It is currently in the Top 20 proposals being considered. The Metro departments are awaiting notification.
 - Continued to monitor the impact of Rural Metro Ambulance.
 - Continued ongoing analysis of service delivery and costs.
 - Continued to seek additional funding opportunities to support ambulance transport service.
 - Continued to update organizational policies regarding this service area.
 - Continued to update the ATF forecast with new information as it becomes available.
 - Worked through FY14 Budget preparation processes for both City of Eugene and City of Springfield.
- **Objective H-2: Pursue funding opportunities to support anticipated infrastructure, program area and equipment needs of the departments.**
 - Submitted a grant application for the 2012 Assistance to Firefighters committee and were awarded a \$775,000 grant to purchase training simulators and provide train the trainer training.
 - Sought permission for and utilized unallocated funds from SCBA grant funds for fire prevention materials (\$6000).
 - With tax revenue shortfalls, moving the fifth Springfield fire station from the serial levy to more stable funding support will be delayed.
 - Due to budget shortfalls, the City of Eugene did not renew its ICMA membership.
 - In fiscal year 2010, notification was received that the U.S. House of Representatives passed the Consolidated Appropriations Act of 2010, which included a \$150,000 Federally-funded earmark for Eugene's Regional Command Training and Simulation Center (CTC) project that was part of the fiscal year 2010 United Front priority list. The Senate passed the bill, and President Obama signed the bill into law. During fiscal year 2011, the Metro departments submitted a business plan for the Regional CTC project, which has passed all reviews to date for the Federal earmark funding (with no matching fund requirement). Lane County's Sheriff, Eugene's Police Chief and

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
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Eugene/Springfield's Fire Chief jointly decided to evenly divide the total award of \$648,000 between all three agencies projects, to get the projects up and running to a level to be able to demonstrate to the Federal government that the money has been spent appropriately, and then ask for additional funding to complete all three projects. The Federal earmark funding (now set at \$216,000) is still in the process of being distributed, but is currently being held for further review before being released. Additionally, the conference room at Fire Station 1 has been identified as a location for the Regional CTC, because it can be easily reconfigured to meet the needs for a temporary CTC location. Installations of the technology for the temporary CTC location are scheduled to go live within the first quarter of fiscal year 2013. Work also continues to determine the necessary remaining components for the Regional CTC.

- Requested B1 funding from the City of Eugene to complete Hazardous Materials Tank Farm prop at the 2nd and Chambers drill field.

- Objective H-3: Report on Fire Contracts measurements.**

- For fiscal year 2011, \$1,563,247 in annual fire contracts value to Springfield General Fund was received.
- For fiscal year 2012, \$1,571,019 in annual fire contracts value to Springfield General Fund was received.
- For fiscal year 2013, \$1,613,459 in annual fire contracts value to Springfield general fund is projected.
- For fiscal year 2011, \$1.55 million in annual fire contracts value to Eugene General Fund was received. Fire contracts include charges to the following fire districts: Bailey/Spencer Creek, Eugene Rural #1, River Road, Willakenzie, and Zumwalt.
- For fiscal year 2012, \$1.58 million in annual fire contracts value to Eugene General Fund is projected. Fire contracts include charges to the following fire districts: Bailey/Spencer Creek, Eugene Rural #1, River Road, Willakenzie, and Zumwalt.

- Objective H-4: Report on FireMed Membership Program measurements.**

- During the reporting period, a FireMed net contribution of \$392,153 was made to the Springfield Ambulance Fund.
- During the reporting period, \$36,789 in Job Care Revenue was received.
- During the reporting period, there was a growth of 1.29 percent in Springfield FireMed growth in market share of eligible households.
- During the reporting period, the FireMed cost per household membership sold was \$13.16.
- During the reporting period, a Net Enterprise contribution of \$277,305 was made to the Springfield Ambulance Fund.
- During the reporting period, there were 21 ambulance billing client jurisdictions.
- During the reporting period, ambulance bills were 87.12 net days in Springfield accounts receivable.

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none">• Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none">• Fair, Stable and Adequate Financial Resources

- During the reporting period, the ambulance net collection in Springfield was 73.9 percent.
- During the reporting period, the ambulance net collection on non-Springfield billing customers was 75.6 percent.
- During the reporting period, 4.77 percent of Springfield Fire & Life Safety General Fund dollars were offset by revenues (operating permits and fire contracts).

